



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**442D SIGNAL BATTALION**  
**FORT GORDON, GEORGIA 30905**

ATZH-LCB

8 July 2013

MEMORANDUM FOR 442d Signal Battalion

SUBJECT: Command Philosophy

The following 8 points are what I believe will help maximize our abilities and help us produce agile thinking, technically and tactically competent Signal leaders of character.

1. **Professionalism.** Everyone is expected to be professional. This includes permanent party and students; Military, DA Civilians, and Contractors. The nation has high expectations of anyone associated with the military, we owe it to the Nation we defend to live up to those expectations. Our moral character must never be called into question.
2. **Make Information Flow.** Information must flow freely among and outside the Battalion. Pass lessons learned onto others so they can avoid the same mistakes. There are multiple communities of interest that are invested in what we are doing; we must keep them informed of the great things we are accomplishing and how we are trying to move forward in the future.
3. **Team.** Embrace the "Team 15" concept. Our mission is greater than ourselves. We must work with 15<sup>th</sup> Signal Brigade, DOT, Signal Center of Excellence, HRC, CAC, TRADOC, and the Signal Community at large. Our team consists of Military, DA Civilians, and contractors. Our Students and Families are part of the team as well. Trust is the bedrock of teamwork. We must build trust amongst ourselves and our partners in order to be an effective team.
4. **Take Care of our Soldiers, Civilians, and Families.** Servant Leaders take care of all those individuals who are under their charge. This includes our Soldiers, Civilians, and all of their Families. Do not mistake "taking care of" with "coddling." We take care of Soldiers by ensuring they are trained to endure the hardships of their missions like working through the night to get a communications link in. We don't bring them pizza in the field just because they don't want to eat MREs. We take care of our DA Civilians by certifying them and trying to get them to the appropriate schools they need to move forward in their careers. We take care of our Families by keeping them informed of what we are doing and showing them our craft.

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5. **Leader Development.** This is our core mission. We must create a culture of Leader Development in which we take every opportunity to help people get better through teaching and coaching. It is imperative that we have a desire to help people succeed. We do this through formal counseling in order to help assess strengths and weakness. The process is continued by imparting as much of our knowledge as we can and then encouraging leaders to continue progressive training. Then we must test their knowledge, skills, and abilities to ensure they have grasped the lessons taught. Finally we re-assess to see how much improvement occurred and continue to help them learn and grow. One note: We may need the patience to let some fail initially in order that they may learn, grow, and eventually succeed.
6. **Holistic Fitness.** Everyone needs a coach to help get them to perform to their maximum ability. PT is not just about passing (or even maxing) the APFT. We have an obligation to train Warrior Leader Athletes who can work as members of a team and meet the physical demands of their unit's mission. We must also look after the health of our DA Civilians and contractor force by encouraging exercise and good nutrition. All leaders need to ensure they are exercising, eating right, getting enough rest, and remaining hygienic.
7. **Accountability.** Everything in the Army is accountable, both property and personal action. Command Supply Discipline is everyone's job. We must all be responsible stewards of Government funds and resources. As members of the military, our actions will always be watched and scrutinized. We will not disgrace our profession due to a lack of discipline or self-control. If anyone's actions fall out of step with the Army Values, they will be held accountable.
8. **Balance Pride with Humility.** Pride will provide a lot of what is needed for success in the Army. Have enough pride to look good in your uniform, enough pride to finish the run, and enough pride to accomplish the mission. Be proud, but not cocky. Remain humble and take true pride in being a professional Soldier. There is wisdom in humility. Be proud of who you are, this great unit, and its critical mission of training our next generation of Signal Leaders and Cyber Technicians.

Ready, Rapid, Reliable (Triple R)!

//ORIGINAL SIGNED//  
ANDREW T. FERGUSON  
LTC, SC  
Commanding